

**Administrative Process Improvement Projects:
Status as of May 21, 2013**

ACTIVE PROJECTS

Advising Load & Effectiveness – Began April 29, 2013

- Scope: Review advising responsibilities across campus, focusing on the effectiveness of our current advising system(s) and the corresponding accountability structure. Examine various advising strategies based on existing research, with a focus on the effectiveness of centralized vs. decentralized vs. hybrid models. Review research-based best practices for advising students; identify gaps, if any. Review available data on student satisfaction with advising (from existing surveys). **Implement 'quick hits' where possible.** Evaluate feasibility of changes to current advising system(s) and practices, and make recommendations regarding next steps. Recommendations need to be realistic given our current budget realities (i.e., no new positions).

Graduate Assistant Reports Work Team – Began April 22, 2013

- Scope: Finalizing reports needed for GA processing. Highest priority: reports needed by Graduate School, Bursar, HR Records. Next priority: departmental reports.

Graduate Assistant Appointment for Shared Services – Began March 27, 2013

- Scope: Utilizing the existing AS IS process map as a starting point, develop a TO BE in the pilot Shared Services center for the GA Appointment process. If warranted and in phases if needed, design and implement this new process, utilizing current University policy, existing technology and the online Shared Service Center 'ticket' system
- Team has created TO BE state for implementation
- Identified information needed in order for Shared Services to create an EPAF
- Two pilot departments for Fall 2013 identified: Psychology & Foreign Languages

COMPLETED PROJECTS

I9s for Shared Services Center Began & **COMPLETE March 2013**

- Scope: Prepare the SSC to handle I-9 processing, including the Held Desk Ticketing System as appropriate.

Graduate Assistant Appointment Phase II – Began November 13, 2012 **COMPLETE March 2013**

- Scope: Review the Graduate Assistant hiring process that was implemented in 2010 with a focus on improvements for the departmental users, Graduate School, HR Records, and Bursar offices. Enhance the GA on-line contract form, redesign the contract database, create departmental reports, update training documentation, and provide training session on enhancements.
- Team identified several improvements to the GA contract form, added data validation
- Automatic e-mail notifications were implemented to notify originator of differences between GA contract and the EPAF and notification reminders to the approvers.
- Finalizing review of the departmental report to be rolled out this month.
- Training materials for e-Contract and Training guides have been updated and posted online
- Updated and created new training materials for e-Contract and EPAF processes.
- Training workshops have been scheduled for spring and summer.

Employee Separation and Clearance for Shared Services Center – Began February 1, 2013 – **COMPLETE FEBRUARY 2013**

- Scope: Review the current separation & clearance process for all categories of employees (excluding retirement, death and involuntary separations). Design and implement a new process for the pilot Shared Services center, utilizing current University policy, existing technology and the online Shared Service Center ‘ticket’ system; identify and implement (where possible) quick hits for the full (non-Shared Services Center process).
- Combine and improved the notification and clearance forms
 - Implemented a one-step process. This eliminates burden of managers having to remember to complete the clearance form at a later date.
 - Reduces follow-up time spent by HR Record with phone calls and emails reminding managers to complete the process.
 - Enhanced form to populate employee data based on UUID, reducing errors.
 - UM Policy 1382 reviewed and recommend changing verbiage reflecting clearance form due to HR

Scholarship Award Process – Began November 27, 2012 **COMPLETE** February 2013

- Scope: Review current practices and processes related to the scholarship award process, with a focus on department/college-awarded scholarships. Design and implement an improved process, leveraging existing technology and reporting capability whenever possible. Develop a standardized calendar, and update policy, other documentation and training materials as needed.
- Scholarship award common calendar was developed and will be rolled out fall 2013
- Reduce number of award packets created by the Scholarship Coordinator from 100 to 16 by designating a College Contact. Savings of 30 work hours.
- Implement following notifications to:
 - Students who received the award send an Official Award offer
 - Students who *did not* receive the scholarship
 - College Contacts awards have been certified
- Team recommends the University invest in a purchased software solution that maintains all scholarships, students applications, budgets and provides the ability to identify where status of the award during the process. Would expedite the process, eliminates paper, duplication of work and shadow systems.

Travel for Shared Services Center – Began October 2012 **COMPLETE** December 2012

- Scope: Review the current travel process – from PO to reimbursement. Design and implement a new process for the pilot Shared Services center, utilizing existing technology and the online Shared Service Center ‘ticket’ system; identify and implement (where possible) quick hits for the full (non-Shared Service Center process).
- Standardized travel claim form
- Implemented new SSC ticketing system to manage communications between SSC and client
- SSC Webpage created, and documentation expanded (<http://bf.memphis.edu/ssc>)
- Rollout to pilot departments underway

Transfer Student Transition – Began September 2012 **COMPLETE** December 2012

- Scope: Review how the University facilitates the transition of incoming undergraduate, degree seeking transfer students, both traditional and non-traditional; recommend and implement enhancements, leveraging both in-person and technological (portal and Hobson’s) transition opportunities including transfer student orientation
- Admissions letter has been updated and a transfer-student specific checklist created
- Additional transfer student orientations will be held
- Websites (Admissions and Academic Center for Transfer & Articulation) have been enhanced to recognize transfer students
- Additional recommendations to be considered

Paper-Based Budget Revisions – Began July 2012 COMPLETE December 2012

- Scope: Review current policies, practices, and processes related to paper-based Finance budget revisions (excluding grants and regular position-related budget revisions)
- Revised and renamed forms; designed web-based form to allow for auto-population of fields
- Improved documentation and materials available on the web, including additional examples
- Training begins next week

Hobson's Retain message review for content and clarity – Began July 2012 COMPLETE December 2012

- Reviewed Hobson's Retain messages for content, clarity and effectiveness
- Developed Retain Users Guide and Best Practices Guide, to be shared with campus users
- Improved e-mail suggestions include: better subject line; elimination of graphics at start of message; shorter messages; and message is best sent from someone that the individual student can relate to
- Next step: Identify Administrator(s) of Hobson's Retain; expand and train user community; establish a message review team

Training Materials & Opportunities (Online repository) COMPLETE December 2012

- Created an on-line repository with links to administrative and staff-related training materials and sign up capabilities for face-to-face training

6-Year Cohort Reports for Improvement of Graduation Rates – COMPLETE November 2012

- Identified strategies to effectively use 6-year cohort reports (of first-time full-time freshmen) that were created by OIR and ITD
- Developed a plan to target and intrusively advise students to graduate within a 6 year (or less) timeframe
- Vice Provost, Undergraduate Programs communicated with college deans and academic advisors across campus with an action plan for advisors to contact students in the 2007 cohort and create a degree completion plan for them with possible May 2013 graduation
- Cohort Spreadsheet will be used to track progress over time

Intent to Graduate Banner Application – COMPLETE September 2012

- Implemented the Banner application to graduate form that allowed for standardization
- All student data related to graduation and commencement now reside in Banner, eliminating a stand-alone commencement database
- Existing Banner data now populate the degree and graduation forms thereby eliminating data entry and the errors that can result. This change freed up approximately 89 days of staff time. This time is now being used to more proactively guide students towards graduation.
- Improved Graduate School process by eliminating unnecessary signatures and implementing an updated candidacy form to include data needed for Banner, allowing more timely entry into the system
- Created Hyperion reports that assist the Graduate School by eliminating unnecessary printing of paper forms and the need for excel spreadsheets

Four Year Degree Plan Review – COMPLETE August 2012

- Reviewed four year degree plans in the Undergraduate Catalog to identify possible barriers and/or bottlenecks (in prerequisites, course sequencing, and other factors) that inhibit student progress towards degree completion.
- Recommended revisions were reviewed by departments; changes made are part of the curriculum proposals that become effective Fall 2013

Degree Completion RECOMMENDATIONS SUBMITTED JUNE 2012

- Scope was to gather best practices from other institutions and solicit ideas on how to improve student graduation rates, and evaluate technologies currently used at the University and determine how those could be better utilized for student success. The following improvements have been recommended for implementation in a Phase I and Phase II approach.
- Phase I:
 - Four Year Degree Plan Review – Team formed July 2012 **COMPLETE**
 - 6-Year Cohort Reports for Improvement of Graduation Rates – Team formed July 2012 **COMPLETE**
 - Hobson’s Retain message review for content and clarity – Team formed July 2012 **COMPLETE**
 - MyDegree Marketing
 - Advisor Load and Effectiveness
- Phase II:
 - Academic Alert Process
 - Student Input/Survey
 - UMDegree Phase 2
 - Student Academic Benchmarks
 - Rewards & Recognition for Good Academic Standing

Institutional Review Board Submission Process PILOT BEGAN MAY 2012

- Application Forms were redesigned with the combination of seven forms into two
- Created new, easier guidelines for researchers to use when preparing their protocols
- Eliminated unnecessary signatures
- Created a new University of Memphis policy on Human Subjects Protection; reinforces need for researchers to complete available online training
- Created UofM e-mail sponsor accounts for non-affiliated board members, allowing ease of communication
- Eliminated several hand-offs between two staff members, increasing efficiency and reducing email exchanges; reduced data entry
- Incomplete forms are now immediately returned to researcher, reducing time spent in IRB office tracking down information
- A need to address electronic data storage issues was identified; recommendations presented to Research Support Services

Faculty Summer Compensation – EPAF rollout to Campus Phase II April 2012 go-live COMPLETE

- Improved e-Contract to Disable Grant payments if the current request will exceed 90% of the maximum Summer Compensation allowed; reducing overpayments on a Grant
- Created an EPAF friendly page that can be used in the creation of an EPAF, reducing data entry errors
- E-Contract has been enhanced to highlight revised fields between the Original contract and Revisions to make it easier to identify changes
- Two New Summer Compensation EPAFs were created: Revision and Termination
 - Revision EPAF – allows revisions to an existing Summer Compensation EPAF whenever changes are made to an e-Contract
 - Termination EPAF – allows capability to terminate an EPAF when e-Contract is terminated
- Queries run automatically to generate email notifications when differences are identified between the e-contract and the EPAF before final approvals; eliminating manual comparison of the two documents and reduction in errors
- Department training took place in March on the Summer Compensation Process Flow and how to create an EPAF for Summer Session

- Training materials for e-Contract and Training guides have been updated and posted online

Recruitment of Part-Time Faculty – COMPLETE

- As part of 2010-11 pilot, eleven departments used WorkForum to post part-time positions, therefore creating a pool of applicants. (Art, Communication, English, Architecture, Journalism, Music, Theatre and Dance, Instruction and Curriculum Leadership, History, Management and Foreign Languages)
- Results of pilot were very positive, and candidates were found that would not have been known about otherwise
- With the implementation of the latest release of WorkForum, all academic departments are using WorkForum to collect applications of possible part-time faculty

GA EPAF Revisions/Terminations – Spring 2012 go-live COMPLETE

- Final phase of the GA Appointment makes GA processing a totally electronic process
- Two New GA EPAFs were created: Revision and Termination
 - Revision EPAF – allows revisions to an existing GA EPAF whenever changes are made to an e-Contract
 - Termination EPAF – allows capability to terminate an EPAF when e-Contract is terminated
- E-Contract ID field has been added to EPAFs for ease of tracking and comparison reporting between the e-Contract database and Banner

Graduation Certification/Checkout – Spring 2012 go-live COMPLETE

- Communications developed to be delivered through Hobson’s eliminates the manual distribution of email notices to students for various event triggers. Banner data are used to generate emails in a timely manner
- Use of Graduation Status codes initiates Hobson’s messages:
 - AP – approved for graduation (on track for the semester filed)
 - IE – ineligible due to missing requirements for the current semester
 - DQ – disqualified after the ceremony due to grades, incompletes, transfer work, GPA, etc.
 - Graduation Analysts can quickly create the Commencement Proof document needed by the Commencement Office using a Hyperion report that uses Banner data.
- Published Hyperion reports and granted graduate analyst access to run upon demand. The old process was to request the Register office to run ad-hoc upon request and the have the departments go pick them up.
- Graduation Analysts now generate their own “Preliminary Graduation List” based on SHADEGR codes and “Final Graduation list.”
- PRAXIS Scores are loaded into Banner/SOATEST form, eliminating College of Education’s in-house database
- Registrar’s Office runs a Banner process to roll students based on text files Graduation Analysts provide, eliminating need to update each student individually.

EPAF Notification Team – Fall 2011 go-live COMPLETE

- Before this process was implemented, individuals were to check status in the portal; this did not always occur.
- Automated email notifications are now in place to notify the appropriate person during the EPAF routing process.
- Email messages provide the transaction number, transaction status, and action needed.
- This utility now is in place for graduate assistant appointments; it will automatically be applicable to other EPAFs as they are created.

Part-Time Faculty Appointment – Fall 2011 go-live COMPLETE

- Forms consolidated and streamlined, and new form calculates totals and determines correct earnings code based on appointment term selected
- Recurring exceptions are now noted in Banner, eliminating the need to create and approve form each semester
- Recurring Exception forms are now placed with the initial appointment packet eliminating 7 out of 12 handoffs

- Departments can now access FERPA database to ensure compliance locally
- Eliminated printing of Banner course assignment form SIAASGQ for new faculty, which is blank at the time of hire
- Eliminated manual creation of part-time expenditure excel spreadsheet; it is now available in ePrint
- Documentation has been updated with new process, required documents for hiring packet, and the new forms needed for hire

Sponsored Internship Team – Fall 2011 go-live COMPLETE

- Online training for Internship Coordinators to understand procedures.
- New Systems were deployed in October 2011 that generate MOU (Maintenance of Understanding) and MIAA (Master Internship Affiliation Agreement) contracts. The MOU system validates data from the GA contract, which eliminates discrepancies between forms.
- Information is available online for MOU and MIAA; this allows departments and Internship coordinators query access to the contracts.

Faculty Summer Compensation Phase I – live April 18 2011 COMPLETE

- Approximately 250 electronic nine-month faculty summer compensation contracts will be processed, eliminating more than 360 paper documents this year alone
- Controls are now in place to ensure compliance with federal requirements and TBR and University Faculty Compensation policies, eliminating the potential for overpayments
- Faculty and staff have access to one source, one form to review contract information in the new e-form database
- Several levels of review and signature have been eliminated from the process
- Data from Banner Student and Finance have been integrated into the e-contract, eliminating the need to look up information and then hand write it on the old paper forms

GA Appointment/Reappointments – live December 2010 COMPLETE

- Approximately 500 electronic GA contracts were processed for spring 2011, eliminating more than 1,000 paper documents for that semester alone; students are no longer required to report to an office to sign contracts, saving administrative staff time and improving student satisfaction
- Banner HR Electronic Personnel Action Form (EPAF) implemented
 - Electronic signatures
 - Approval levels defined and forms routed appropriately
 - Process creates the employee job record, eliminating manual entry
 - EPAF knowledge gained through this project will benefit several future projects as the potential for EPAFs is significant

FUTURE PROJECTS

- For-Credit Campus wide Internship Database/Reports
- Access to University Data and Reports
- Student Worker Appointments for Shared Services Center
- Temporary Staff Appointments for Shared Services Center
- 9-month Faculty Appointments (EPAFs)
- Part-Time Faculty Appointments (EPAFs)